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REMARKS BY ACTING DIRECTOR OF CENTRAL INTELLIGENCE
ROBERT M. GATES
INTELLIGENCE COMMUNITY AWARDS CEREMONY
FRIDAY, 15 MAY 1987

GOOD AFTERNOON, LADIES AND GENTLEMEN, THOSE WE ARE TO HONOR TODAY, AND MEMBERS OF THE INTELLIGENCE COMMUNITY.

AT A TIME WHEN WE ARE ONCE AGAIN THE SUBJECT OF INTENSE PUBLIC SCRUTINY -- OR, SHOULD I SAY, SENSATIONALISM -- CEREMONIES SUCH AS THIS ONE HELP US TO REMEMBER WHO WE REALLY ARE, WHAT OUR MISSION REALLY IS, AND WHY OUR JOBS ARE SO CHALLENGING AND VITALLY IMPORTANT TO THIS COUNTRY'S SECURITY.

AT A TIME WHEN WE ARE STILL MOURNING THE LOSS OF BILL CASEY, A GATHERING LIKE THIS AFFORDS US THE OPPORTUNITY TO REFLECT ON THE LEGACY HE LEFT US. BILL WAS KEENLY AWARE OF HOW COMPLEX THE ISSUES FACING THE INTELLIGENCE COMMUNITY ARE AND HOW DANGEROUS THE WORLD HAS BECOME. TO QUOTE ONE OF HIS FAVORITE PUBLIC LINES, "THE DAYS OF SAFE COMPLACENCY AND AUTOMATIC PROSPERITY ARE BEHIND US." THIS IS A WARNING HE APPLIED TO THE INTELLIGENCE COMMUNITY, AS WELL AS TO THE COUNTRY AT LARGE.

RIGHT NOW THE MEN AND WOMEN OF THE INTELLIGENCE COMMUNITY ARE FACING AN IMPOSING AGENDA OF AGONIZING TRADEOFFS AND INTRACTABLE PROBLEMS AS THEY MAKE THE INVESTMENT DECISIONS AND

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PLOT THE STRATEGIES THAT WILL HAVE AN IMPORTANT BEARING ON HOW THIS NATION FARES AS IT MOVES INTO THE 21ST CENTURY.

-- HOW DO WE INSURE OUR ABILITY TO TRACK AND TARGET AN EVER EXPANDING SOVIET MOBILE MISSILE FORCE?

-- HOW CAN WE POSITION OURSELVES TO PROVIDE THE INTELLIGENCE SUPPORT A DEPLOYED US STRATEGIC DEFENSE WILL DEMAND?

-- OR, ALTERNATIVELY, IF SOME FORM OF A SWEEPING ARMS CONTROL TREATY DOES COME TO FRUITION, WHAT CAPABILTIES AND TECHNOLOGICAL BREAKTHROUGHS MUST BE ACHIEVED IF WE ARE SOMEHOW TO PROVIDE AN ACCEPTABLE DEGREE OF VERIFICATION?

-- WHAT NEW POLICY AND PROCEDURES MUST WE PUT IN PLACE IN ORDER TO DO A BETTER JOB OF DEFENDING OURSELVES AGAINST AN AGGRESSIVE SOVIET INTELLIGENCE THREAT? I'M TALKING ABOUT EVERYTHING FROM STAUNCHING THE ILLEGAL FLOW OF TECHNOLOGY TO OUR ENEMIES TO THE PROTECTION OF OUR OFFICIAL FACILITIES AT HOME AND ABROAD.

DEALING WITH PROBLEMS OF THIS MAGNITUDE IS GOING TO REQUIRE MORE THAN JUST TECHNOLOGICAL BREAKTHROUGH AND CREATIVITY. IT'S GOING TO REQUIRE ESPECIALLY EFFECTIVE PLANNING AND BUDGETARY MANAGEMENT ON OUR PART. AS BILL CASEY SAID, THE DAYS OF

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AUTOMATIC PROSPERITY ARE INDEED BEHIND US. WE DO HAVE TO COME UP WITH THE RIGHT INVESTMENT DECISIONS AND STRATEGIES. BUT IT HAS NEVER BEEN MORE IMPORTANT THAT WE GET THE ANSWERS RIGHT THE FIRST TIME AROUND.

IN THAT RESPECT, ONE OF BILL CASEY'S GREATEST LEGACIES IS THE HARMONY AND COOPERATION THAT EXISTS TODAY IN THE INTELLIGENCE COMMUNITY. THANKS TO HIM, WE ARE NOW WORKING AS A REAL TEAM. AND, IN DEALING WITH THE AGENDA FACING US, IT IS GOING TO BE MORE IMPORTANT THAN EVER BEFORE TO CONTINUE TO WORK AS A TRUE COMMUNITY, MAKING SURE THAT OUR ENGINEERS AND RESEARCH AND DEVELOPMENT SPECIALISTS ARE REALLY IN TOUCH WITH OUR ANALYTIC REQUIREMENTS AND MAKING SURE THAT WE CONVINCE CONGRESS AND THE AMERICAN PEOPLE THAT WE ARE DOING OUR JOB EFFICIENTLY, COMPETENTLY AND RESPONSIBLY.

BILL CASEY WAS ALSO AN UNBRIDLED OPTIMIST, PROUD OF HIS COUNTRY AND HIS INTELLIGENCE COMMUNITY. CAN WE MEET THE KIND OF CHALLENGES I'VE MENTIONED TODAY? "OF COURSE," WOULD HAVE BEEN HIS ANSWER. AND HE WOULD POINT TO THE WORK BEING REWARDED HERE TODAY AS HIS PROOF.

IN LOOKING THROUGH THE VARIOUS CITATIONS AND AWARD RECOMMENDATIONS PREPARED FOR THE PEOPLE WE ARE ABOUT TO HONOR, I AM TRULY IMPRESSED WITH THE DIVERSITY OF OUR MISSION AND THE EXTRAORDINARY DEDICATION AND PROFESSIONALISM WITH WHICH IT IS CARRIED OUT. THE PEOPLE WE ARE HONORING TODAY DEMONSTRATE THE

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KIND OF CREATIVITY, ENTREPRENEURIAL SKILL, AND COMMITMENT NEEDED TO GET THE JOB DONE. THEY GIVE US ALL CONFIDENCE THAT OUR COMMUNITY WILL CONTINUE TO BE GRACED WITH THE TALENT AND LEADERSHIP WE NEED TO DEAL WITH THE CHALLENGES AND OPPORTUNITIES THAT LIE AHEAD.

OUR MACHINES, OUR COMPUTERS AND OUR SATELLITES ARE THE WONDERS OF THE AGE. BUT INTELLIGENCE, OUR CRAFT, IS PREEMINENTLY AN AFFAIR OF PEOPLE. IT IS THE CALIBER OF THE MEN AND WOMEN OF AMERICAN INTELLIGENCE -- THEIR CREATIVITY, DETERMINATION, BRILLANCE AND COURAGE -- THAT SPELLS THE DIFFERENCE BETWEEN SUCCESS AND FAILURE. IT IS PEOPLE WE HONOR TODAY. THE FAILURES OF INTELLIGENCE -- A FEW REAL, MOST FICTIONAL -- FILL OUR NEWSPAPERS. TODAY WE CELEBRATE SOME OF OUR SUCCESSES IN THE ONLY WAY WE CAN -- PRIVATELY TOGETHER. YET WE KNOW INSTINCTIVELY THAT THE ENDURING FREEDOM AND WELL-BEING OF OUR COUNTRY IS WITNESS ENOUGH TO OUR SECRET VICTORIES.

AND NOW IF TED PRICE, THE CHAIRMAN OF THE INTELLIGENCE COMMUNITY AWARDS REVIEW PANEL, AND [redacted] CHIEF OF OUR PROTOCOL STAFF, WILL JOIN ME, WE WILL PROCEED WITH THE PRESENTATION OF THE AWARDS.

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